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Director

County of Los Angeles DEPARTMENT OF CHILDREN AND FAMILY SERVICES

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BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

December 7, 2010

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

#16 DECEMBER 7, 2010

Sachi A. Hamai
SACHI A. HAMAI
EXECUTIVE OFFICER

Dear Supervisors:

APPROVAL OF THE THIRD AMENDMENT TO THE CASEY FAMILY PROGRAMS AND COUNTY OF LOS ANGELES CHILD WELFARE INITIATIVE AGREEMENT (ALL SUPERVISORIAL DISTRICTS) (4 VOTES)

SUBJECT

This is to request that your Board approve and authorize the Director of the Department of Children and Family Services (DCFS) and the Chief Probation Officer to execute the Third Amendment to the Child Welfare Initiative Agreement (Agreement) with Casey Family Programs (CFP).

JOINT RECOMMENDATION WITH THE CHIEF PROBATION OFFICER THAT YOUR BOARD:

1. Approve and authorize the Director of the Department of Children and Family Services (DCFS) and the Chief Probation Officer to execute a third amendment (Attachment I) to the Agreement between the County of Los Angeles and CFP approved by your Board on June 26, 2007.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTIONS

The purpose of the recommended actions is to approve material changes requested by CFP.

On June 26, 2007, your Board approved the Agreement with CFP and the acceptance of funds from CFP totaling \$1 million for Calendar Year (CY) 2007 to fund three project management staff positions each in DCFS and the Probation Department (Probation) to support the Title IV-E Child Welfare Capped Allocation Demonstration Project (CADP).

"To Enrich Lives Through Effective and Caring Service"

On December 9, 2008, your Board approved Amendment #1 to the Agreement; acceptance of \$873,000 for CY 2008 to fund project management staff and related approved expenses in DCFS and Probation to support the CADP; and delegated authority to the Director of DCFS and Chief Probation Officer or their designees to accept CFP funding for the term of the Child Welfare Initiative Agreement between CFP and the County of Los Angeles through December 31, 2012 and amend the Agreement under specified conditions. On October 28, 2009, the Second Amendment to the Agreement addressing CY 2009 was approved.

The Third Amendment to the Agreement with CFP:

- stipulates that CFP will make four quarterly payments of \$81,300 to Probation in 2010, with total payments not to exceed \$325,200;
- amends Section 14, Insurance and Liability, to add Section 14.3, Decision Making Responsibility; and
- provides the 2010 County of Los Angeles Work Plan, outlining Strategies to Achieve Goals, CFP Tasks & Deliverables, and DCFS/Probation Tasks & Deliverables.

CFP no longer provides DCFS annual direct funding. The funding previously covered the costs of three Waiver Management Team positions. CFP now pays outside sources to provide DCFS consultation services, to include technical assistance, communication, evaluation, prevention efforts, training and leadership development, and to assist collaboration between DCFS and Probation for crossover youth.

CFP seeks to reduce its liability for its recommendations under the added language in Section 14.3. DCFS consulted with Risk Management and determined the risk of liability is low and that DCFS can absorb any liability that does result from CFP or its consultants' recommendations. DCFS will continue the practice of retaining sole decision making authority whether or not to follow CFP recommendations. CFP will be confined to a consultative role, and will not be doing direct service work with children and families as part of this Agreement.

Without approval of the recommended actions, the County will not receive the financial support from CFP for Probation project management staff necessary to facilitate operations and track outcomes under the CADP and for funds paid to support consultative services.

Implementation of Strategic Plan Goals

The recommended actions are consistent with the Countywide Strategic Plan Goal 5, Children and Families' Well-Being. The recommended actions will contribute to the success and achievement of CADP goals. These goals include reducing: (1) reliance on out-of-home care, (2) the number of children and their length of stay in congregate care, and (3) the timelines to permanency.

FISCAL IMPACT/FINANCING

CFP has committed to funding various strategies during the term of the Waiver, as outlined in the 2010 County of Los Angeles Work Plan. There is no Net County Cost impact.

While CFP is unable to budget annual funding for the full term of the Agreement due to its budget procedures, CFP intends to provide funding through the five-year CADP term. The Agreement also includes termination language that permits the County to terminate the Agreement if funding is no longer available.

Probation positions are funded by CFP. Once the funding ends, any staff encumbering the positions will either be redirected to the comparable vacant budgeted permanent positions or released from County service.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

In a motion made on August 8, 2006, your Board instructed DCFS and Probation to work with CFP on CADP implementation and data collection and analysis. CFP is providing financial resources to the County to fund CADP related project management positions and associated services and supplies costs. Since the attached Agreement and Third Amendment with CFP involve no costs to the County, normal contracting processes are not required.

The essential terms of the CADP provide that for a period of five years, the State and federal share of foster care funds shall be made available to the County to finance structural, process and job improvements, including new programs and services, based on the estimated expenditures negotiated in the Waiver. The County's project plan includes expected outcomes, specific activities, timelines and commits to using Title IV-E funds in a manner that is cost neutral to the State and Federal Governments.

Under the CFP Agreement, CFP will provide financial support for Probation project management staff. In addition, CFP will continue to provide consultation services and technical support to DCFS and Probation at no cost, and now, directly fund outside vendors to assist.

The Agreement and subsequent amendments for these services were prepared by CFP. This is not a County contract for services and so does not include County required provisions for contracts between the County and contractors, including Quality Assurance, the GAIN/GROW program participants or County employee hiring provisions.

Additionally, the Agreement does not contain a governing laws, jurisdiction, and venue provision stating that the Agreement will be interpreted under the laws of the State of California and Los Angeles County shall be the venue of any ensuing litigation related to the Agreement. Because CFP would not agree to the inclusion of this provision, County Counsel did not approve the original Agreement as to form.

This agreement is to receive funding and consultation services from CFP and not a services contract.

The Chief Executive Office (CEO) concurs with the requested action. The CEO and County Counsel have reviewed this Board Letter, and the CEO has approved it for filing.

IMPACT ON CURRENT SERVICES

There is no negative impact on current services.

CONCLUSION

If you have any questions, please contact the following:

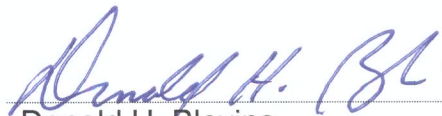
1. Department of Children and Family Services
Bureau of Strategic Management
Attn: Lisa Parrish
425 Shatto Place, Room 602
Los Angeles, CA 90020
parril@dcfs.lacounty.gov

2. Probation Department
Contracts and Grants Management Division
Attn: Tasha Howard, Probation Director
9150 East Imperial Highway
Downey, CA 90242
Latasha.Howard@probation.lacounty.gov

Respectfully submitted,



Patricia S. Ploehn, LCSW, Director
Department of Children and Family
Services



Donald H. Blevins
Chief Probation Officer
Probation Department

PSP/DHB:pws

Attachment

c: Chief Executive Officer
County Counsel

**THIRD AMENDMENT
TO
CHILD WELFARE INITIATIVE
BETWEEN
CASEY FAMILY PROGRAMS AND COUNTY OF LOS ANGELES**

Pursuant to their January 1, 2007, Child Welfare Agreement (as amended, Agreement), Casey Family Programs (CFP) and the County of Los Angeles (L.A. County), enter into this Third Amendment to the Agreement (Third Amendment), effective January 1, 2010 (Effective Date). For full and valuable consideration, the sufficiency of which is acknowledged, the parties agree as follows:

Section 1. – Child Welfare Initiative. Section 1 is hereby amended to include the parties 2010 activities, progress measures, and outcomes specified Attachment 4A hereto, hereby incorporated by reference.

1. Section 3.2.2 - Financial Support. Section 3.2.2 is hereby amended to include CFP's 2010 Funds as follows:

3.2.2 CFP 2010 Funds. Total CFP 2010 payments in support of Collaboration costs shall not exceed \$325,200. Payments will be made in accordance with the following schedule:

Payment Date	Amount	Report Due	Reporting Period
Upon Execution of Amendment	\$81,300		
June 30, 2010	\$81,300	July 31, 2010	January 1 – June 30, 2010
September 30, 2010	\$81,300		
December 31, 2010	\$81,300	January 31, 2011	July 1 – December 31, 2010

2. Section 14. Insurance and Liability. This Section shall be amended to include the following new provision:

Section 14.3 - Decision Making Responsibility. LA County acknowledges and affirms that it retains sole control, case management, and ultimate decision-making authority and responsibility for all decisions that are made with respect to any youth who are within its care, custody or control. In its consultative role to LA County, CFP shall, and ensure that its contractors who work under this agreement shall, make recommendations only, without the promise or guarantee of any particular result. Any actions taken by LA County or results that occur related to recommendations by CFP or its contractors shall be the sole responsibility and acted upon in the sole discretion of LA County. CFP shall not have any liability, monetary or otherwise, to LA County or any other person or entity for any such actions or results.

3. CFP Notice Contact Information. The CFP contact information included in the signature block of the Agreement shall be amended and replaced with the following:

Casey Family Programs
1300 Dexter Ave N, Floor 3
Seattle, WA 98109
Attn: Kathleen Cochran, Project Manager
Telephone: 206-282-7300 x 13386
Fax: 877-265-1014
Email: KCochran@casey.org

4. Agreement otherwise in full force and effect. Except as specifically set forth herein, all other terms and conditions of the Agreement remain in full force and effect.

IN WITNESS WHEREOF, the parties have executed this Third Amendment as of the Effective Date.

CASEY FAMILY PROGRAMS

By: _____
William C. Bell
President & CEO

Date: _____

LOS ANGELES COUNTY

By: _____
Patricia S. Ploehn, LCSW, Director
Department of Children and Family Services

Date: _____

By: _____
Donald H. Blevins, Chief Probation Officer
Probation Department

Date: _____

ATTACHMENT 4A
TO THE CHILD WELFARE INITIATIVE AGREEMENT BETWEEN
CASEY FAMILY PROGRAMS
AND
COUNTY OF LOS ANGELES
2010 WORK PLAN

Since 2007, CFP has collaborated with Los Angeles County and the Departments of Probation and Children and Family Services to plan and support implementation of the Title IV-E Waiver (Waiver) in ways that achieve the mutual goals of the parties and the following outcomes:

- Safely reduce the number of children in DCFS foster care by 20%
- Safely reduce entries into DCFS foster care by 5%
- Safely increase exits from DCFS foster care by 15%
- Safely decrease the median length of stay for youth in DCFS foster care by 20%
- Safely reduce the number of youth in Probation group homes by 20%
- Safely reduce the average length of stay for Probationers in group homes by 20%
- Safely decrease re-entries to Probation within 12 months by 100 youth per fiscal year.

Outcomes will be realized from 2005 to 2012 based on data provided through Child Welfare Services/Case Management Systems (CWS/CMS). Achievement of these outcomes will help CFP meet its 2020 Goals and assist the County in meeting its goals to continue to strengthen efforts around child maltreatment prevention, service integration, data collection and analysis, and flexible use of federal funding.

In 2010, CFP will continue coordination of the Oversight and Implementation Committees and shall provide support for 2010 activities as follows:

Strategy to Achieve Goal	CFP Tasks & Deliverables	DCFS/Probation Tasks & Deliverables	Additional Outcomes
1. DCFS: Title IV-E Waiver Reinvestment Strategies	<ul style="list-style-type: none"> • Provide strategic communications support • Produce a chronicle of the impact of the waiver in Los Angeles County • Participate in Title IV-E Waiver Steering Committee • Facilitate strategic barrier identification and removal through the Implementation Committee and periodic conference calls with DCFS and Probation. • Facilitate quarterly Oversight Committee meetings. 	<ul style="list-style-type: none"> • Dedicate staff to serve as DCFS's Title IV-E Waiver Team, including DCFS Deputy Director • Coordinate L.A. County Title IV-E Waiver Steering Committee • Coordinate implementation with CFP • Participate in monthly conference calls with CFP's Director of Strategic Consulting for Los Angeles County • Continue second sequence Waiver Plan as approved by the Board of Supervisors, including expanding Up Front Assessments, expanded Team Decision Making/ Permanency Planning Conferences, Youth Permanency Units, and continuing the Prevention Initiative Demonstration Project. 	n/a
2. Probation: Title IV-E Waiver Strategies	<ul style="list-style-type: none"> • Participate in Title IV-E Waiver Steering Committee • Facilitate strategic barrier identification and removal through the Implementation Committee. • Facilitate coordination and peer learning with Alameda County Probation Department • Publish chronicle of Probation's implementation of the Title IV-E Waiver and its impacts. 	<ul style="list-style-type: none"> • Dedicate staff to serve as Probation's Title IV-E Waiver Team. • Participate in the L.A. County Title IV-E Waiver Steering Committee • Coordinate implementation with CFP • Participate in monthly conference calls with CFP's Director of Strategic Consulting for Los Angeles County • Continue second sequence Waiver Plan. 	n/a

Strategy to Achieve Goal	CFP Tasks & Deliverables	DCFS/Probation Tasks & Deliverables	Additional Outcomes
3. DCFS: Prevention Efforts, including the Prevention Initiative Demonstration Project (PIDP)	<ul style="list-style-type: none"> • Provide strategic communications support • Provide technical assistance (TA), especially regarding integrated funding • Provide TA and capacity building support to public/private partnerships with community networks and DCFS; including strategies that support development of protective factors. • Coordinate a Peer TA match with Illinois • Conduct an evaluation of second year implementation 	<ul style="list-style-type: none"> • Contract for and fund prevention networks with community-based organizations (CBOs). • Re-design funding and contracting processes for Promoting Safe and Stable Families/ Child Abuse Prevention, Intervention, and Treatment (PSSF/CAPIT) • Participate in PIDP Evaluation 	n/a
4. DCFS Training and Leadership Development	<ul style="list-style-type: none"> • Provide approximately 5 Undoing Racism workshops with an additional half day local action planning following each workshop. • Provide leadership team building to executive team and leadership group • Provide strategic communications support and capacity building to DCFS leadership. 	<ul style="list-style-type: none"> • Identify approximately 35-40 people for each Undoing Racism workshops and facilitate their participation in the workshops and follow up action planning. • Dedicate executive team time to team building activities 	<p>Decrease disproportionality of African American children in care</p> <p>Increase organizational and leadership effectiveness</p>
5. Probation: Implement Unified Practice Model in Juvenile Probation	<ul style="list-style-type: none"> • Engage and support consultant to provide TA, training and leadership development on articulating and implementing practice model. 	<ul style="list-style-type: none"> • Lead implementation of practice model through training for all supervisors and managers. 	n/a
6. Probation: Prospective Authorization and Utilization Review (PAUR) Unit	<ul style="list-style-type: none"> • Engage and support consultant to provide TA on implementation of PAUR 	<ul style="list-style-type: none"> • Establish and maintain PAUR unit and implement a process matching youth with appropriate interventions. 	Provide a systematic approach to ensure case by case appropriate services to obtain desired outcomes

Strategy to Achieve Goal	CFP Tasks & Deliverables	DCFS/Probation Tasks & Deliverables	Additional Outcomes
7. Improve Collaboration Between DCFS and Probation on "Cross-Over" Youth	<ul style="list-style-type: none"> Provide consultation and facilitation to improve collaborative systems and practice for cross over youth 	<ul style="list-style-type: none"> Dedicate staff time to collaboration and practice improvement, Apply to and if accepted, participate in the Georgetown University Practice Model Implementation project. 	<p>Decrease number of youth who cross-over between systems.</p> <p>Improve collaboration and service to individual families known to both departments</p>
8. DCFS Emergency Response Coaching and Mentoring	<ul style="list-style-type: none"> Provide master coaches and coaching curriculum Provide support and connections to improve integration of Strategic Decision Making (SDM) tools and Signs of Safety (SOS). 	<ul style="list-style-type: none"> Provide Emergency Response Academies Commit time for coaching and case conferencing for supervisors and social workers in Emergency Response Provide leadership to county-wide implementation 	Increase effectiveness of SDM
9. DCFS: Promote Permanency for youth in Service Planning Area (SPA) 3	<ul style="list-style-type: none"> Convene the Permanency Roundtable (PRT) team for SPA 3. Conduct PRT orientation. Implement PRT process and participate on the PRT team as permanency experts and community stakeholders. Jointly prepare report of PRT outcomes with DCFS. 	<ul style="list-style-type: none"> Participate in PRT training. Identify 50 youth in need of a permanent plan for the PRT process. Present cases to the PRT team. Implement permanency action plans. Jointly prepare report of PRT outcomes with CFP. 	n/a

Strategy to Achieve Goal	CFP Tasks & Deliverables	DCFS/Probation Tasks & Deliverables	Additional Outcomes
10. DCFS: Improve Data-Driven Decision Making and Cross-System Collaboration	<ul style="list-style-type: none"> Provide technical assistance, training and peer technical assistance to DCFS staff on the development and utilization of dashboards and scorecards. 	<ul style="list-style-type: none"> Dedicate staff and executive team time to the development and use of data dashboards as a management and decision making tool. 	n/a